

# ***HQ U.S. Air Force Academy***

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## **USAFA Organizational Culture Survey of Faculty and Staff**

**Spring 2004**



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# Overview

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- **Summary of Findings**
- **Demographics**
- **Major Survey Areas of Interest**
- **Single Item Areas of Concern/Strengths**
- **Sexual Assault Results**
- **Written Comments**
- **Conclusions**
- **Recommendations**



# Summary of Results

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- Used a **80/20 Percent Rule** to Establish Health of Culture/Climate
  - 80 % Agree, 20 % Disagree



## Strengths

- Data suggest overall Culture/Climate is healthy
  - Especially: Senior Leadership, work environment, ODS, women's effectiveness, and upholding standards
- Some differences identified when data is broken out by:
  - Demographics and Written Comments



# Summary of Results

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## ■ Areas for improvement:

- Items {
- **Problem Areas: Communication and perception of cadet *Cynicism***
    - “There is good communication between mission elements of USAFA” (58.9% Agree)
    - “The culture at USAFA contributes to cadet cynicism” (79.8% Agree)
    - “Cynicism in the cadet wing is widespread” (82.8% Agree)
  - **Reporting sexual assaults**
    - Nine of 17 alleged sexual assaults were not reported
  - **Management practices, entrenched people/practices, change implementation issues, perceived religious bias, perceived discrimination bias against Whites** (Comments and Data)



# Summary of Results

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- **Major Finding:**

- **Some potential problem areas (e.g., perceived racial and gender bias) appear to be linked to socioeconomic status (i.e., Educational Level, Employment Status)**



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# Demographics

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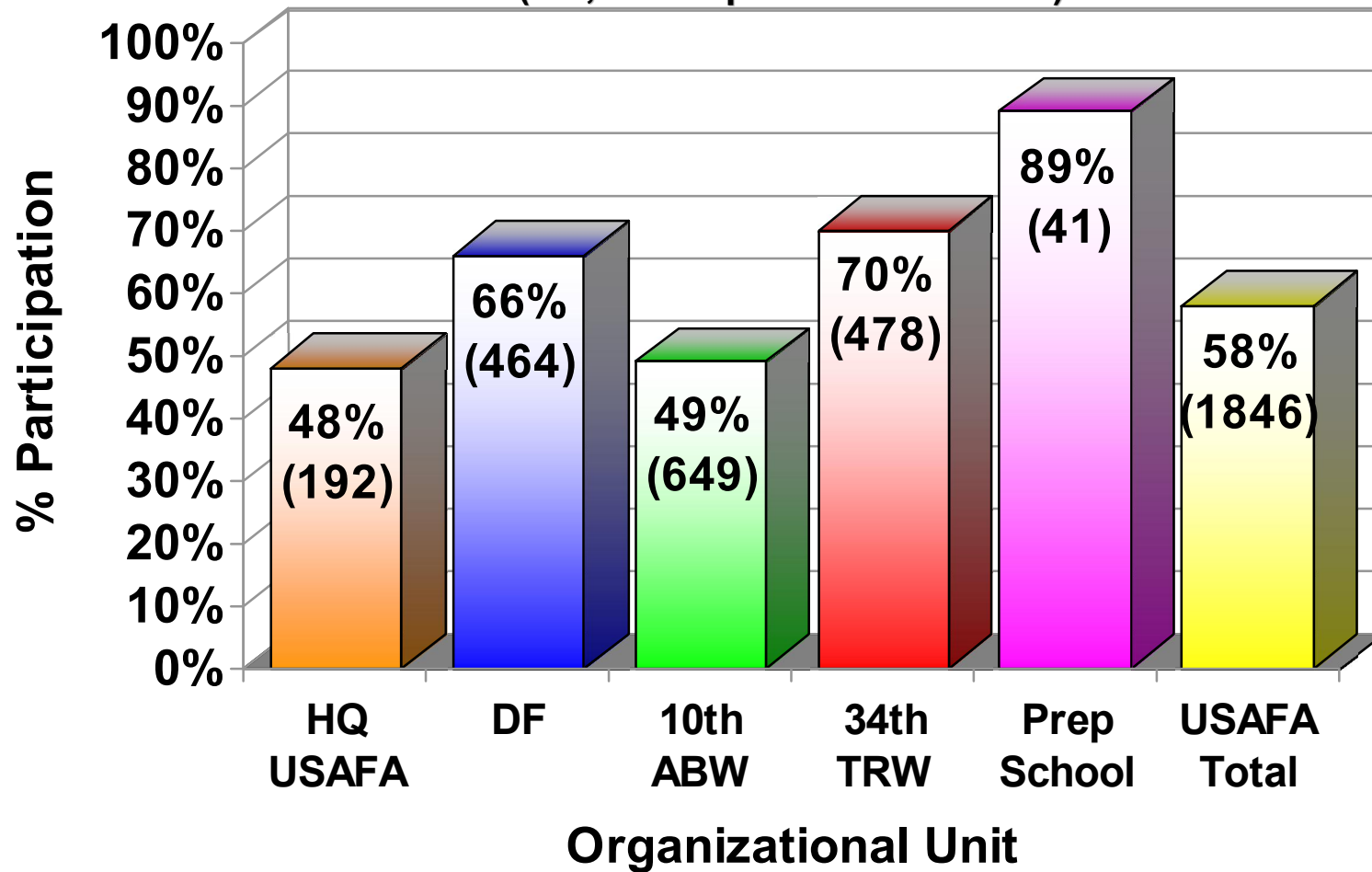
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# Survey Participation Rate by Organizational Unit

(Total Participants = 1846)

Percentages vs. total may vary due to missing data,  
(i.e., no response for an item).



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# Explanation of Abbreviations

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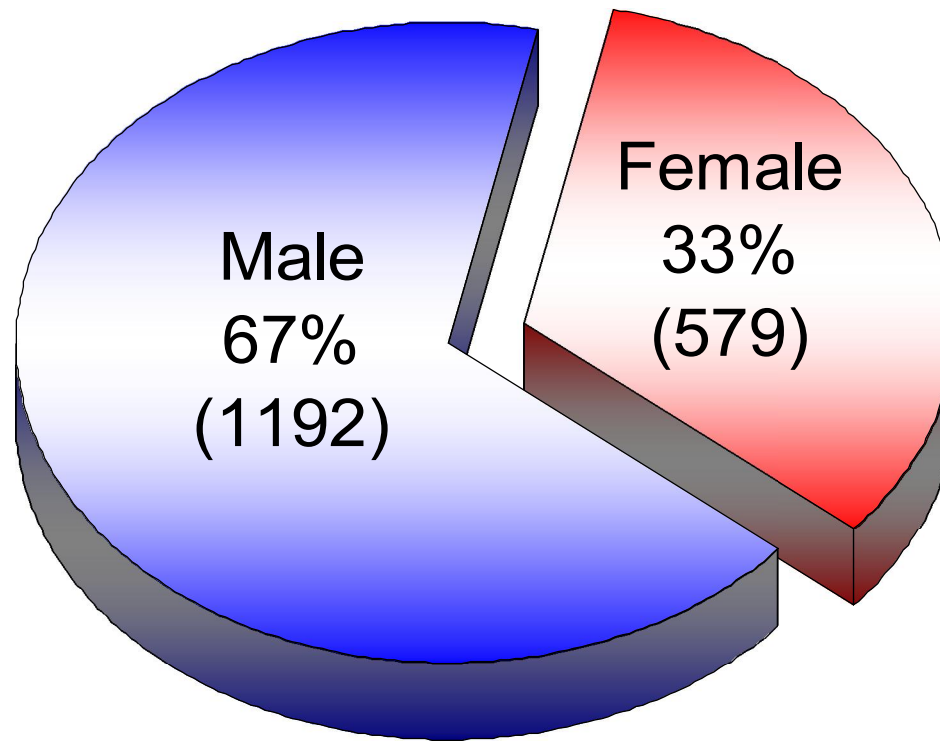
- HQ USAFA includes Superintendent's staff (legal, finance, plans and programs, admissions, public affairs, inspector general, etc)
- DF includes faculty and staff reporting to the Dean
- 34 TRW includes staff reporting to Commandant of Cadets
- PL includes faculty and staff of the Preparatory School
- 10 ABW includes staff reporting to the Air Base Wing commander (personnel, security forces, services, medical group, etc)





# Percent of Total Participants by Gender

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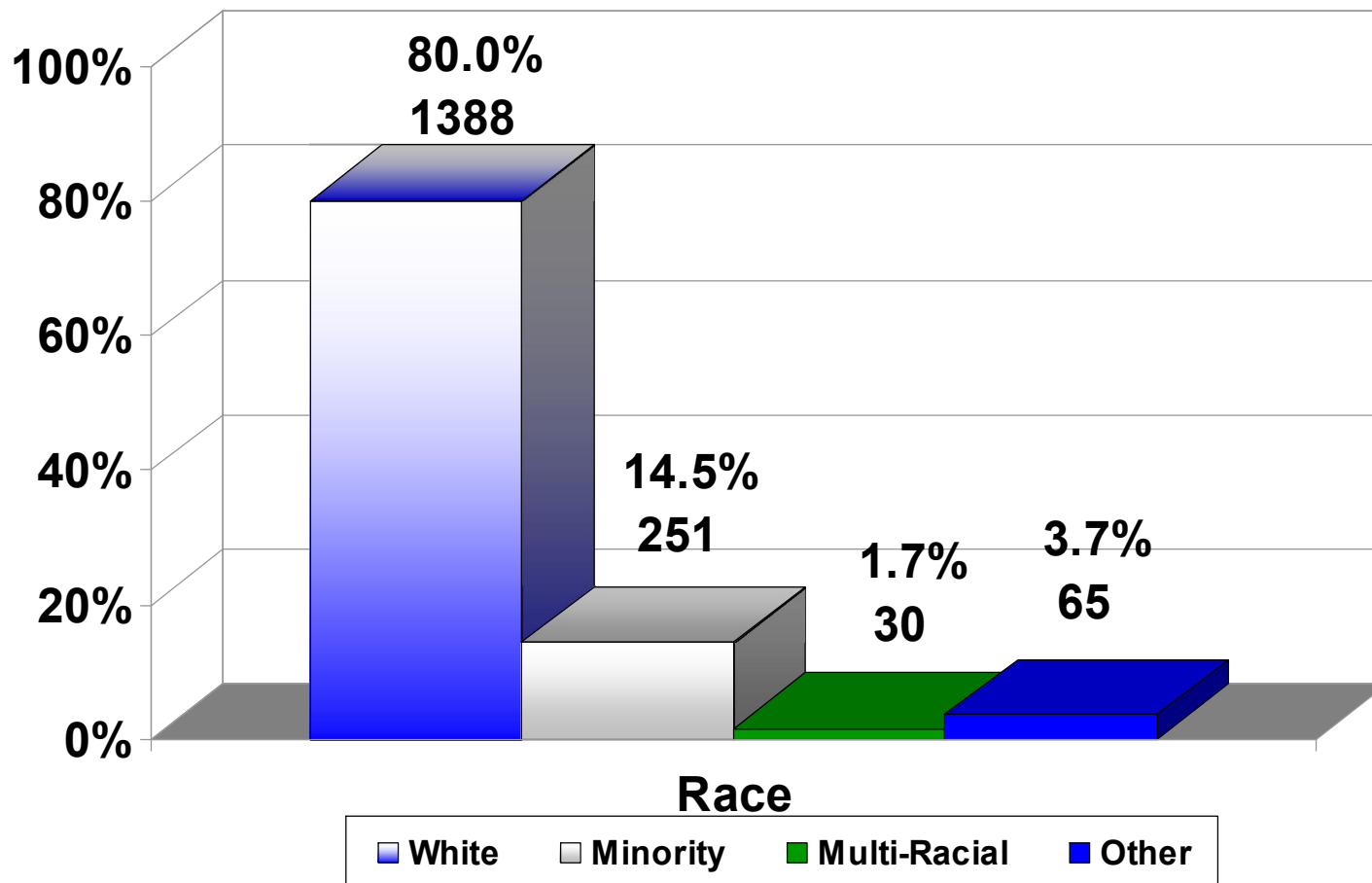
Total Participants = 1846

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# Percent of Total Participants by Race



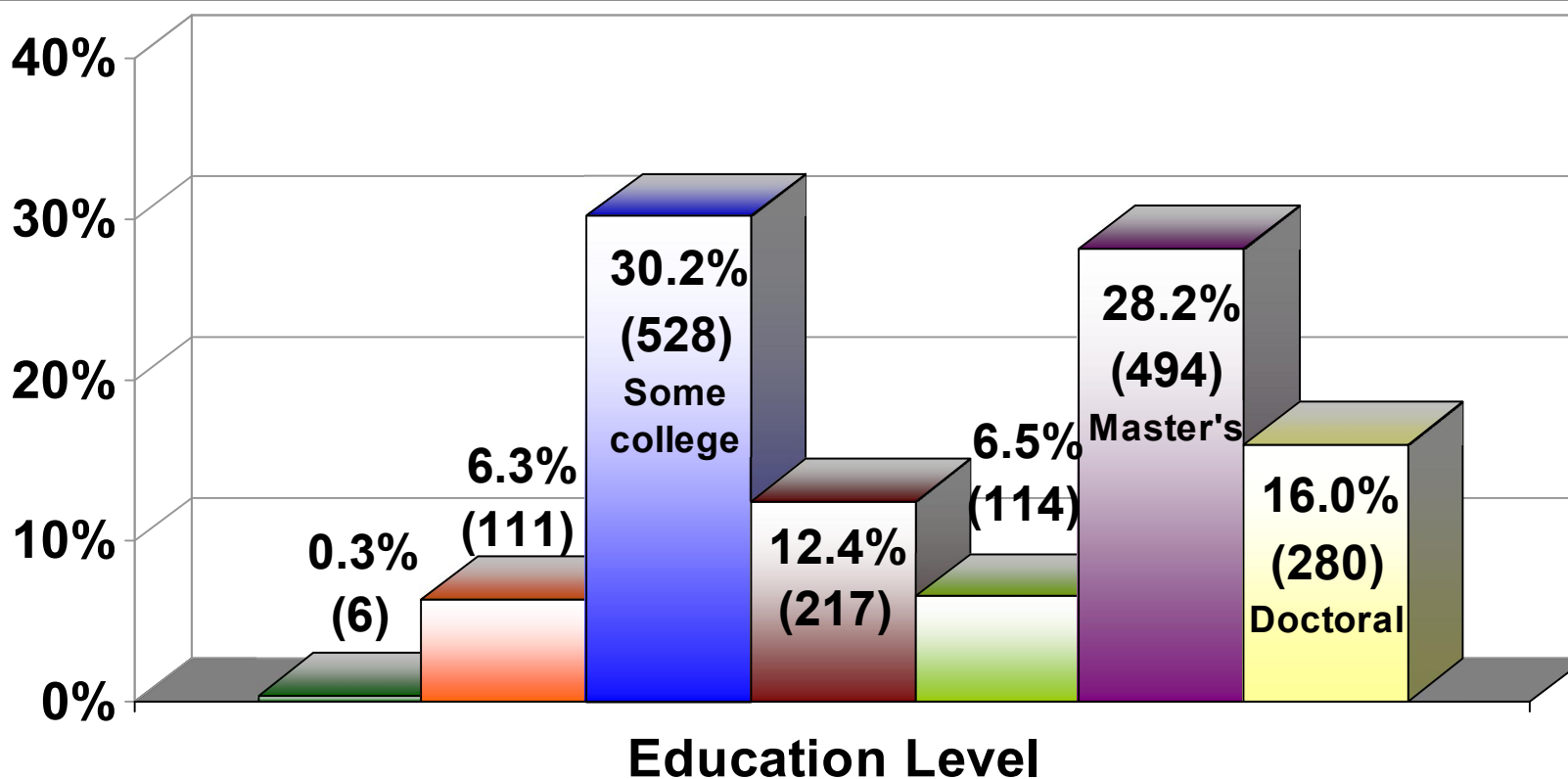
Total Participants = 1846

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# Percent of Total Participants by Education Level

■ Non HS grad    ■ HS grad/GED    ■ Some college work    ■ Bachelor's degree  
■ Some grad work    ■ Master's degree    ■ Doctoral degree

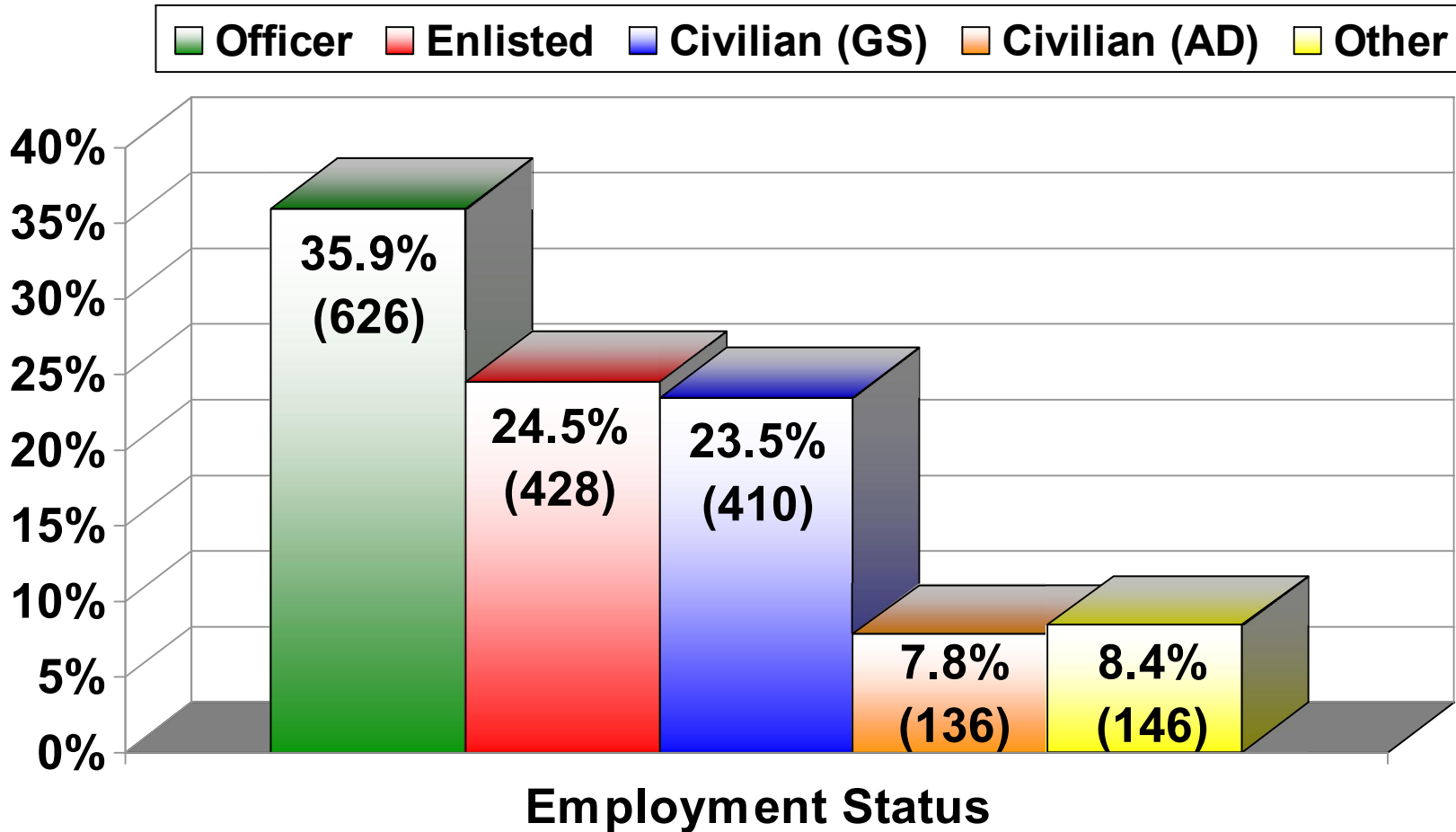


Total Participants = 1846

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# Percent of Total Participants by Employment Status Categorized

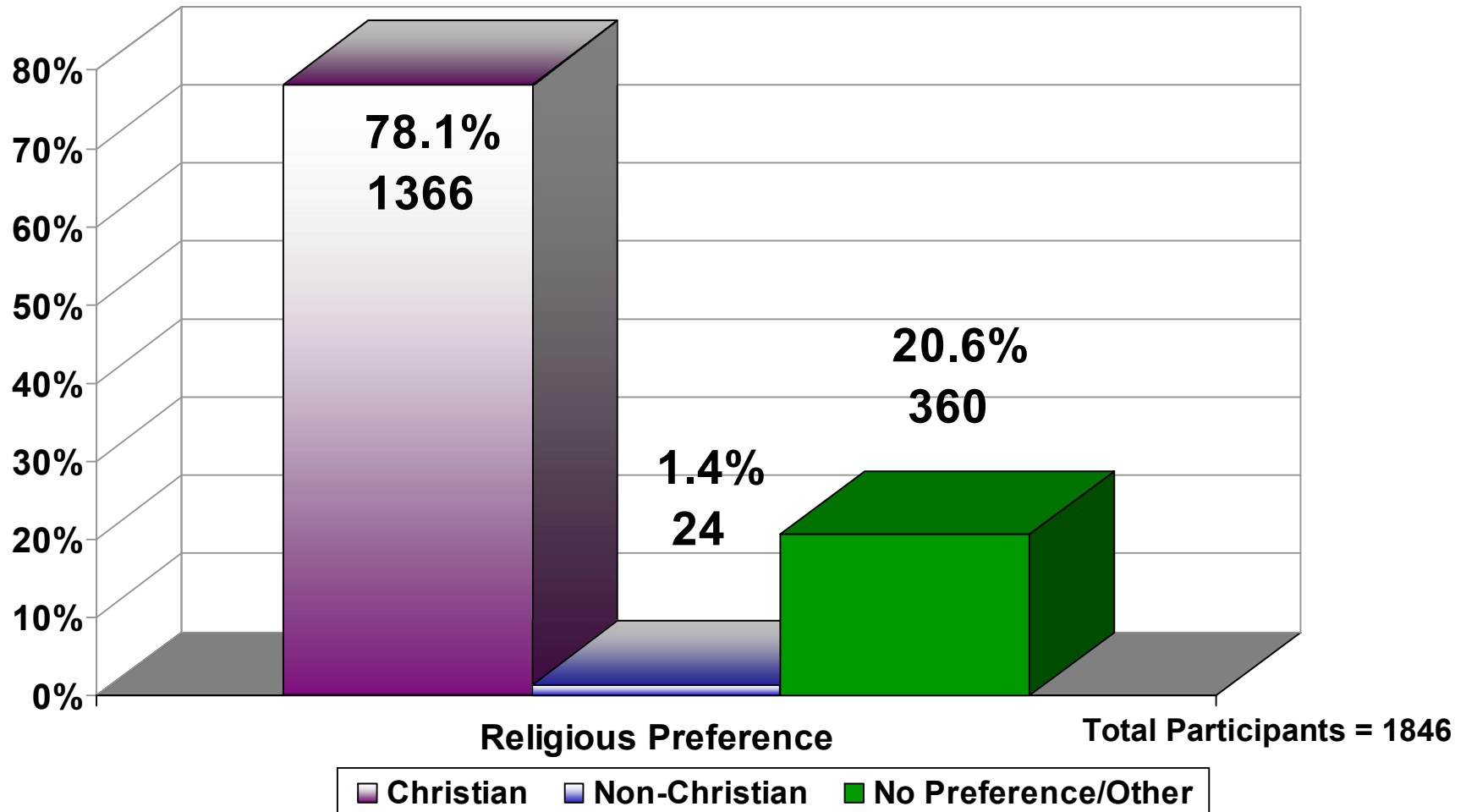


Total Participants = 1846

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# Percent of Total Participants by Religious Preference



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# Age of Participants

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- **Average age = 39.6 years**
- **Age range = 18 - 77**



# Analysis Strategy

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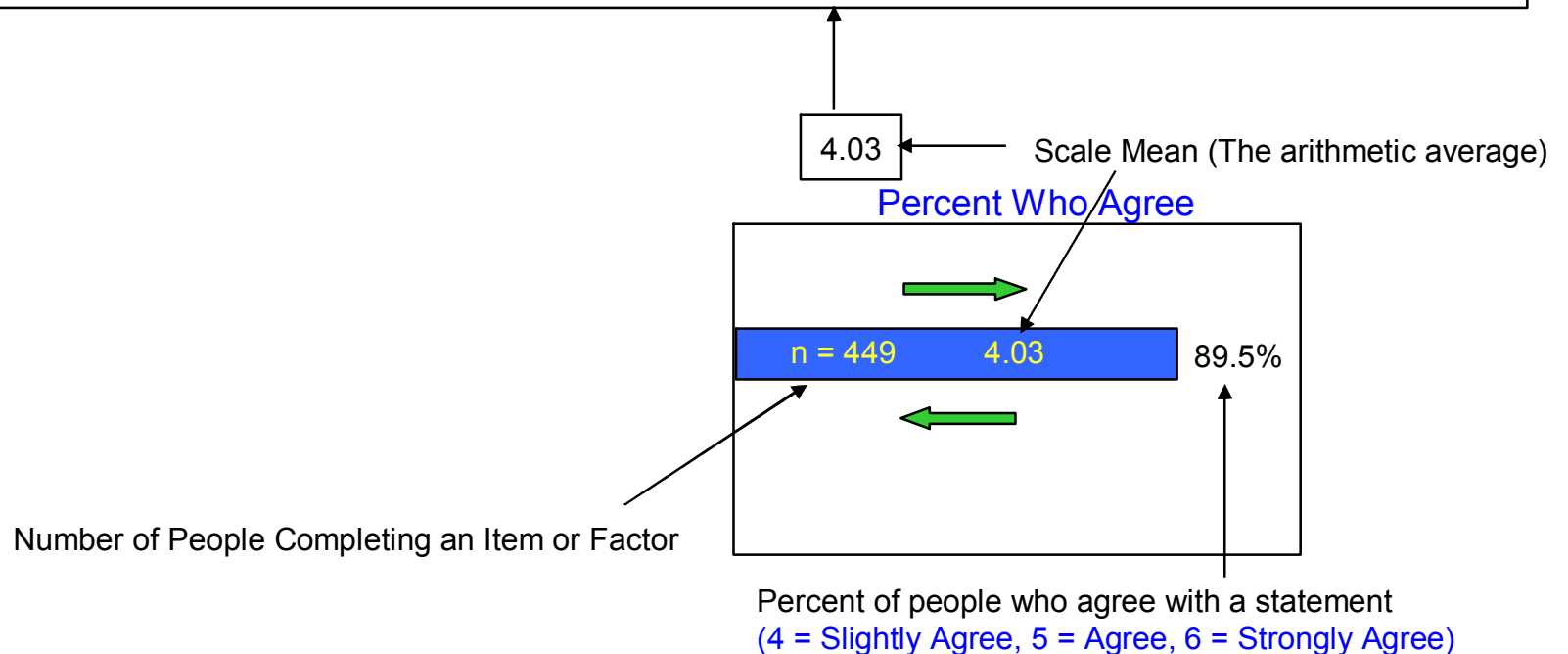
- Try to:
  - Identify Problem Areas
  - Indicate the “Why” or “Who” Associated with a Problem Area
  - Examine Possible Explanations for Results
    - For Example: Gender, Race, Organizational Unit
- Results can be used by Mission Element Commanders and Climate and Culture Division to develop action plans
- May Raise Questions for us to Investigate



# Scales Used in Survey and Analyses

## ■ Agree-Disagree Scale

1=Strongly Disagree, 2 = Disagree, 3 = Slightly Disagree, 4 = Slightly Agree, 5 = Agree, 6=Strongly Agree



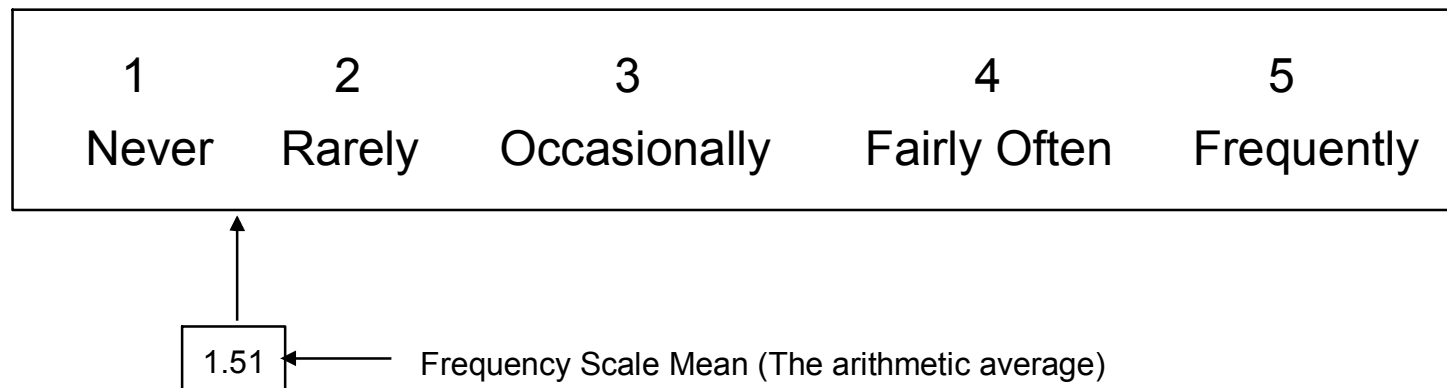




# Scales Used in Survey and Analyses

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## ■ Frequency Scale





# Major Areas of Interest

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## 15 Focus Areas

## 14 Factors & Related Items

## Sexual Assault

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# Survey Factors

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- **What is a Factor?**

- A group of items that measure related content

- **Why Use Factors?**

- Simplifies Results by Providing a Single Index for Conceptually Similar Items
  - Reliable/Stable Results
  - Stand up to External Review

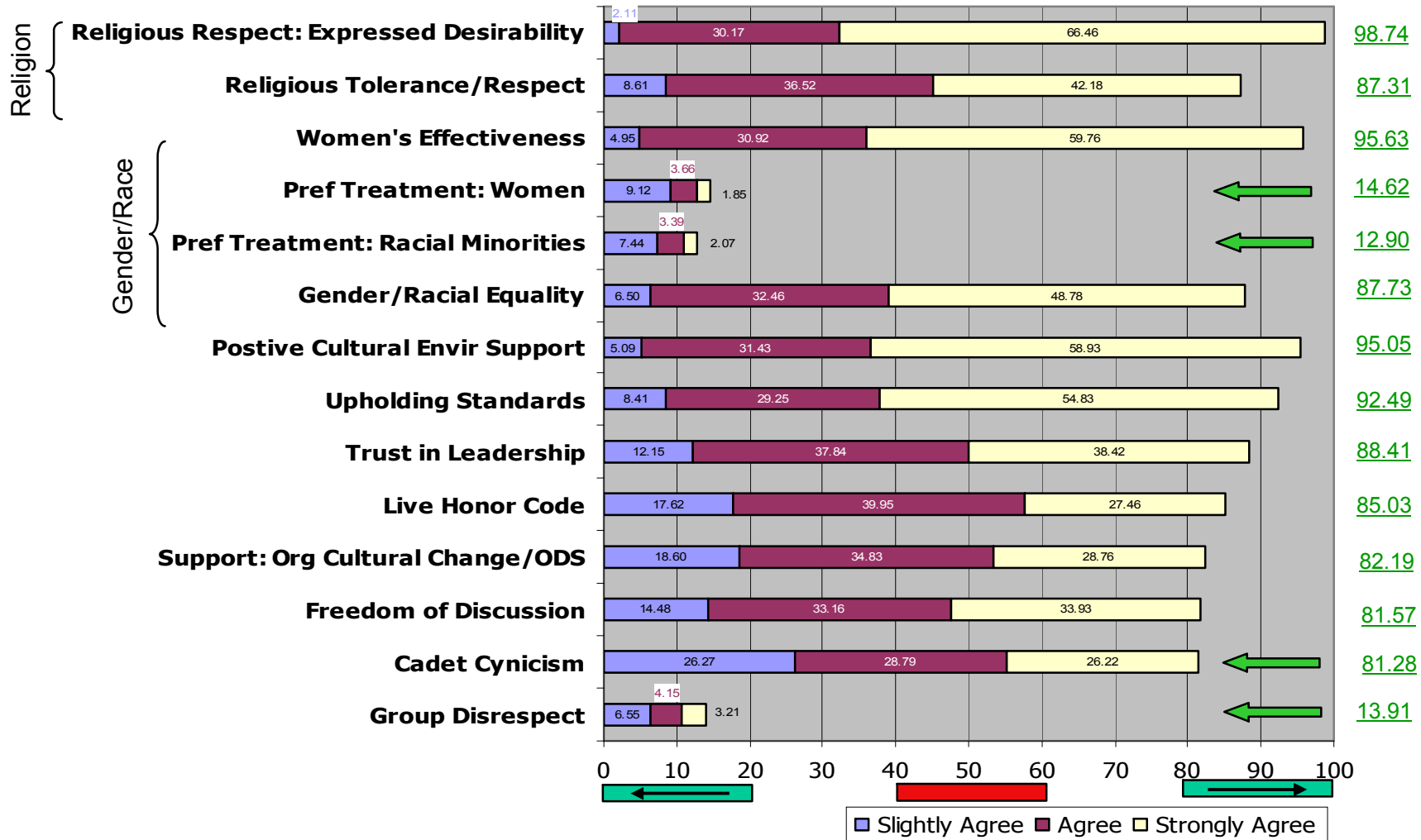


# USAFA Organizational Culture Survey Percent Who Agree



Arrow Indicates direction of a positive culture

Percent Who Agree



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**Single Items:  
Major Areas of Potential Concern  
(80/20 % Rule)  
Some Items Noted Earlier**

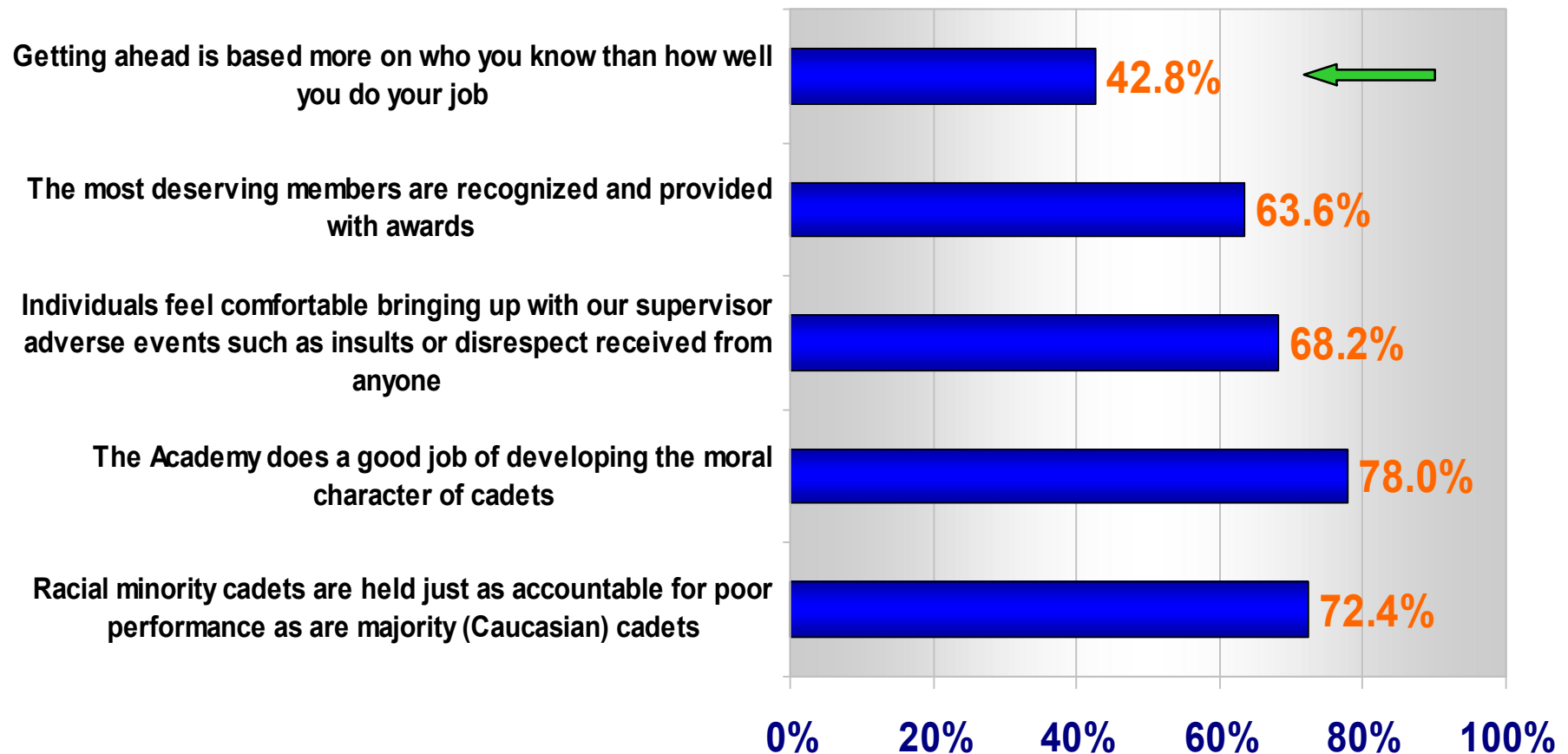
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# Single Items: Major Areas of Potential Concern **Percent Agree**

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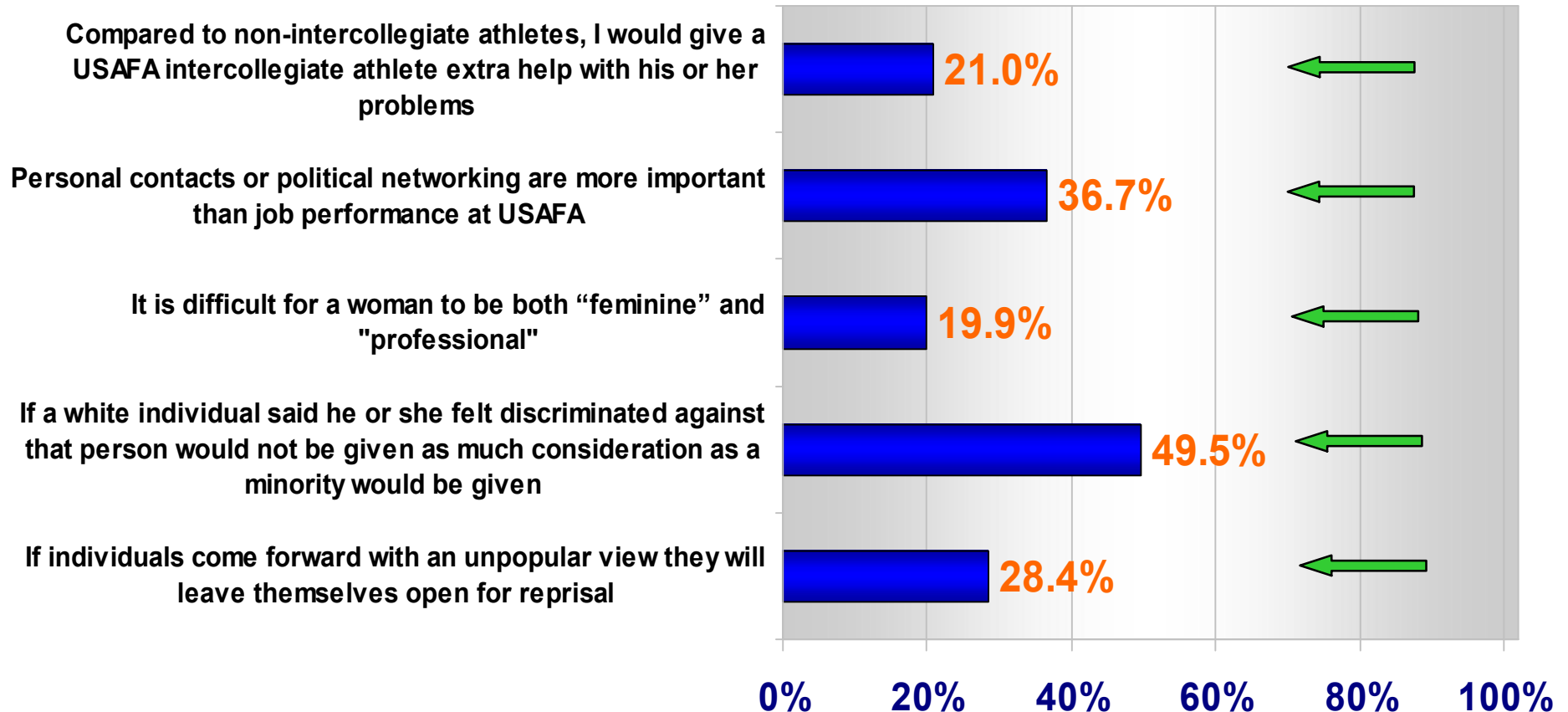
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# Single Items: Major Areas of Potential Concern Percent Agree

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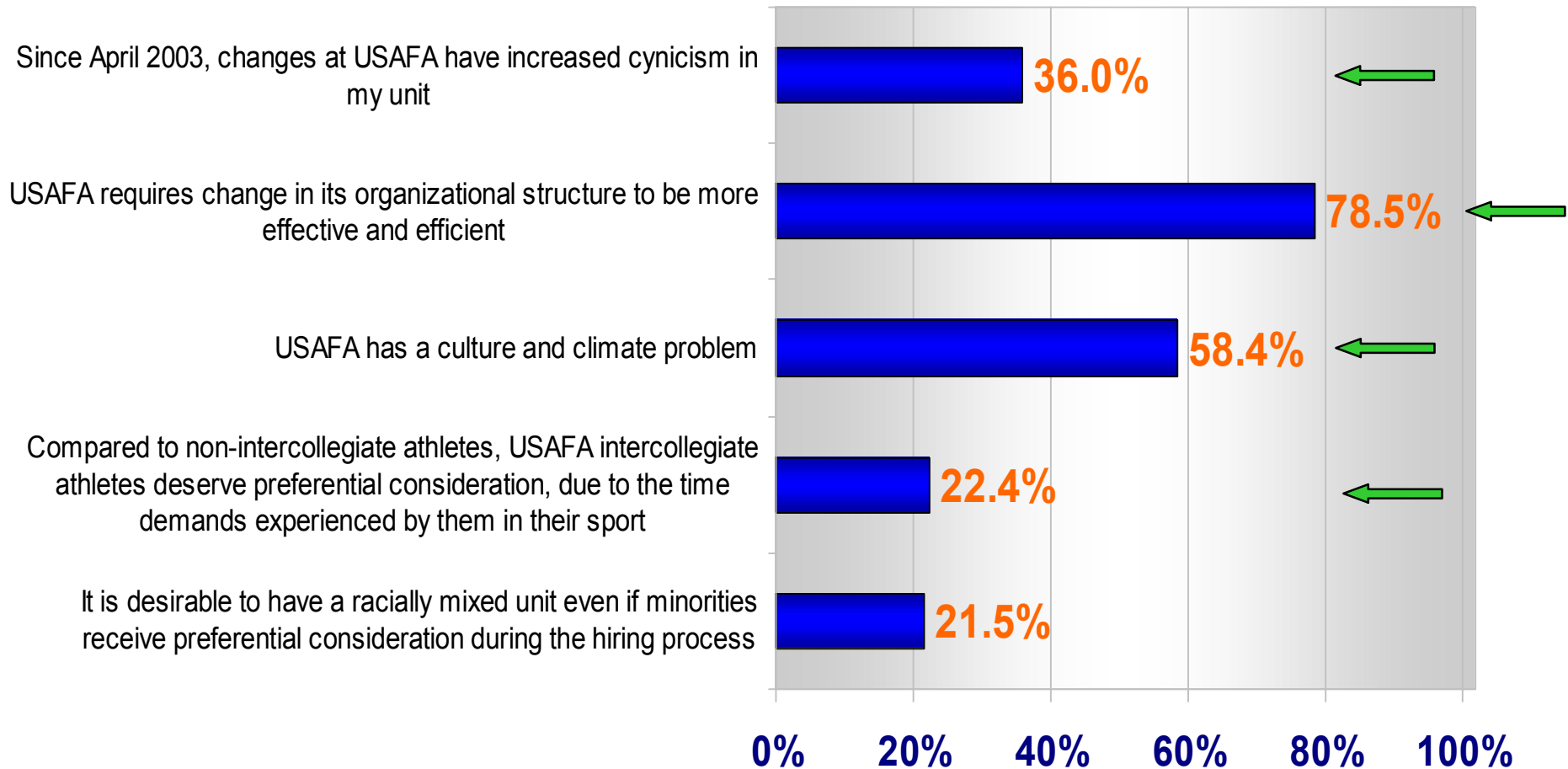
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## Single Items: Major Areas of Potential Concern **Percent Agree**

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# Single Items: Less Concern

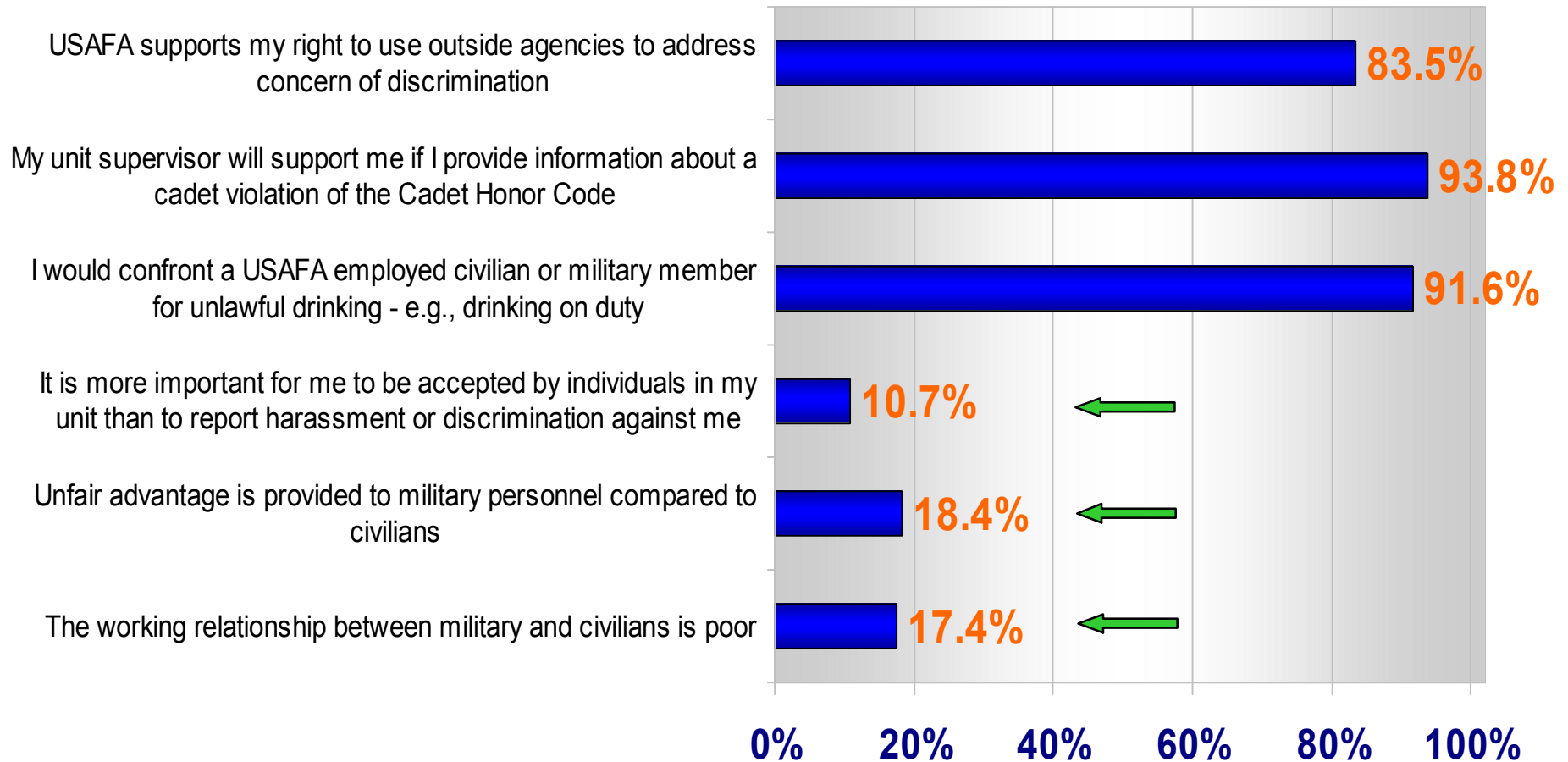
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## Single Items: Less Concern

### Percent Agree



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# **Single Items: Two Noteworthy Strengths**

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## Two Noteworthy Items

### Percent “Yes” Responses

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I'm personally aware of inappropriate relationships between officer and enlisted personnel

0.3%

Yes = 6, No = 1447



I know of USAFA employed civilian or military members who have provided alcohol to cadets under the age of 21

0.4%

Yes = 5, No = 1708

0%

20%

40%

60%

80%

100%

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# Sexual Assault



# Key Definitions

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- **Sexual Harassment** is defined in Air Force Instruction 36-2706. It is a form of sex discrimination that involves unwanted sexual advances, requests for sexual favors, creation of an intimidating, hostile or offensive work environment, and other verbal or physical conduct of a sexual nature. A more detailed explanation of sexual harassment can be found in AFI 36-2706, Attachment 1. Requiring cadets to perform necessary and proper duties does not constitute sexual harassment even though the duties are arduous or hazardous or both.
- **Sexual Assault** refers to any of several offenses of a sexual nature, committed without the lawful consent of the victim, that are punishable as crimes under the Uniform Code of Military Justice. The offenses included within the term “sexual assault” include rape and carnal knowledge (Article 120, UCMJ), forcible sodomy (Article 125), and assault with intent to commit rape or sodomy, indecent assault, and indecent acts or liberties with a child (Article 134), or an attempt to commit any of these offenses.
- These definitions implemented via Commander’s Guidance on 27 May 03
- DoD/IG Survey in May 03 utilized previous definitions (broader in scope)



# Sexual Assault

| Question  | Yes             | No              |
|---|-----------------|-----------------|
| <b>If</b> a cadet informed me of a sexual assault, I know how to officially report it.  | 87.6%<br>(1599) | 12.4%<br>(227)  |
| <b>If</b> a cadet informed me of a sexual assault, I would report it.   | 97.5%<br>(1775) | 2.5%<br>(45)    |
| <b>If</b> I was sexually assaulted, I would report it through the official Air Force system.  | 89.2%<br>(1605) | 10.8%<br>(195)  |
| <b>I'm</b> personally aware of a cadet victim of sexual assault (occurred in the last year), whose case has not been officially reported. | 3.4%<br>(62)    | 96.6%<br>(1762) |
| <b>Have</b> you been the victim of sexual assault prior to your military assignment or civilian employment at USAFA?                      | 9.4%<br>(170)   | 90.6%<br>(1646) |

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# Sexual Assault

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- 17 survey participants report that they have been sexually assaulted since April 2003.
- 12 occurred on base
- 4 occurred off base (one person did not respond)
- 4 reported the assault to military authorities/agencies
- 3 reported the assault to civilian authorities/agencies
- 9 did not report the assault (one person did not respond)
  - 7 of these were on base, 2 of them off base





# Reasons Sexual Assaults Were Not Reported

| Reason  | Frequency |
|---|-----------|
| Reporting the incident would have required me to reveal incriminating information about my own conduct related to the incident that could have resulted in negative consequences for me (i.e., drug/alcohol use or improper relationship) | 6         |
| Feared nothing would be done  | 6         |
| I took care of the problem myself   | 6         |
| I felt uncomfortable  | 6         |
| I feared I would be ostracized by coworkers   | 5         |
| Feared retaliation by the offender  | 5         |
| It would have taken too much time and effort  | 5         |
| Feared being re-victimized by the criminal investigation  | 4         |
| It would make my coworkers angry  | 3         |
| A member of my supervisory chain talked me out of reporting   | 3         |



# Reasons Sexual Assaults Were Not Reported

| Reason  | Frequency |
|---|-----------|
| I felt the incident was an isolated event and would not be repeated | 2         |
| Didn't want to hurt the offender (family/career)                    | 2         |
| I would be labeled a troublemaker                                   | 2         |
| I didn't know how to report   | 1         |
| Feared retaliation by the offender's friend or peers                | 1         |
| I wanted to fit in  | 1         |
| Feared retaliation by my supervisor                                 | 1         |
| My performance evaluation would suffer                              | 1         |
| I wouldn't be believed  | 0         |
| The perpetrator threatened me                                       | 0         |
| A peer talked me out of reporting                                   | 0         |
| Incident not important enough                                       | 0         |



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# OCS Written Comments

## (Broken Out by Organizational Unit)

299 total pages of comments



# Rank Ordering of Top Five Things done very well.

|                                     | <u>HQ</u><br><u>USAFA</u> | <u>10<sup>th</sup>ABW</u> | <u>34<sup>th</sup>TRW</u> | <u>DF</u>  | <u>PL</u> |
|-------------------------------------|---------------------------|---------------------------|---------------------------|------------|-----------|
| <b>Work environment positives</b>   | <b>1</b>                  | <b>1</b>                  |                           | <b>1</b>   | <b>4</b>  |
| <b>USAFA leadership positives</b>   | <b>2</b>                  | <b>3</b>                  | <b>4</b>                  | <b>4</b>   | <b>1</b>  |
| <b>ODS positives</b>                | <b>3</b>                  |                           | <b>2</b>                  | <b>2</b>   |           |
| <b>Cadet activities/development</b> |                           |                           | <b>1</b>                  |            | <b>5</b>  |
| <b>Good comm., coordination</b>     |                           | <b>4</b>                  | <b>5</b>                  |            | <b>3</b>  |
| <b>Special programs</b>             | <b>5</b>                  |                           | <b>3</b>                  |            | <b>2</b>  |
| <b>Admitted problem, fixing it</b>  |                           | <b>2</b>                  |                           | <b>5</b>   |           |
| <b>Academics</b>                    |                           |                           |                           | <b>3</b>   |           |
| <b>Agenda-for-Change changes</b>    | <b>4</b>                  |                           |                           |            |           |
| <b>Funding/base facilities</b>      |                           | <b>5</b>                  |                           |            |           |
| <b>Total comments =</b>             | <b>166</b>                | <b>452</b>                | <b>445</b>                | <b>583</b> | <b>55</b> |

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# Rank Ordering of Top Five Things hindering positive culture”

|                                     | <u>HQ</u><br><u>USAFA</u> | <u>10<sup>th</sup>ABW</u> | <u>34<sup>th</sup>TRW</u> | <u>DF</u>  | <u>PL</u> |
|-------------------------------------|---------------------------|---------------------------|---------------------------|------------|-----------|
| <b>Bad, poor management</b>         | 1                         | 1                         | 2                         | 2          | 2         |
| <b>Change implementation issues</b> | 2                         | 5                         | 1                         | 1          |           |
| <b>Entrenched people, practices</b> | 3                         | 2                         | 5                         | 3          |           |
| <b>Lack of comm., coord.</b>        | 4                         | 4                         | 4                         | 5          |           |
| <b>Poor standards</b>               |                           |                           |                           |            | 1         |
| <b>Poor work environment</b>        |                           | 3                         |                           |            |           |
| <b>Military emphases too weak</b>   |                           |                           | 3                         |            |           |
| <b>Pref. treatment, athletes</b>    |                           |                           |                           |            | 3         |
| <b>Unit senior leadrshp negs.</b>   |                           |                           |                           |            | 4         |
| <b>Staff shortcomings</b>           |                           |                           |                           | 4          |           |
| <b>Personnel problems, issues</b>   |                           |                           |                           |            | 5         |
| <b>Too much, too fast</b>           | 5                         |                           |                           |            |           |
| <b>Total comments =</b>             | <b>177</b>                | <b>465</b>                | <b>409</b>                | <b>580</b> | <b>50</b> |

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# Comments Summary

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## HQ USAFA

### “Things done very well”

### % of comments

|                            |       |   |              |
|----------------------------|-------|---|--------------|
| Work environment positives | 23.5% | } | <b>70.7%</b> |
| Top leadership positives   | 21.7% |   |              |
| ODS positives              | 13.5% |   |              |
| Agenda for Change changes  | 12.0% |   |              |
| Special programs           | 9.0%  | } | <b>22.8%</b> |
| Military mission emphases  | 6.6%  |   |              |
| Cadet positives            | 3.6%  |   |              |
| Athletic/sports programs   | 3.6%  |   |              |
| All others                 | 6.5%  |   |              |

166 Total Comments



# Comments Summary

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## HQ USAFA

| <u>“Hindering positive culture”</u>  | <u>% of comments</u> |                |
|--------------------------------------|----------------------|----------------|
| Bad/poor management practices        | 17.5%                | } <b>58.8%</b> |
| Change implementation issues         | 17.0%                |                |
| Entrenched people, practices         | 13.0%                |                |
| Lack of communication, co-ordination | 11.3%                |                |
| Too much, too fast                   | 6.2%                 | } <b>21.4%</b> |
| Bad media, bad press                 | 5.6%                 |                |
| Cadet negatives                      | 5.6%                 |                |
| Interference from outside AFA        | 4.0%                 |                |
| All others                           | 20.9%                |                |

177 Total Comments



# Comments Summary

**DF**

## “Things done very well”

## % of comments

|                                  |       |   |              |
|----------------------------------|-------|---|--------------|
| Work environment positives       | 13.4% | } | <b>44.2%</b> |
| ODS positives                    | 11.3% |   |              |
| Academics                        | 10.1% |   |              |
| Top leadership positives         | 9.4%  |   |              |
| Admitted problem, are fixing it  | 8.7%  | } | <b>32.2%</b> |
| Special programs                 | 8.2%  |   |              |
| Military emphases                | 7.9%  |   |              |
| Faculty/staff, cadet interaction | 7.4%  |   |              |
| All others                       | 13.6% |   |              |

583 Total Comments

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# Comments Summary

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**DF**

## **“Hindering positive culture”**      **% of comments**

|                                     |       |   |              |
|-------------------------------------|-------|---|--------------|
| Change implementation issues        | 17.2% | } | <b>49.9%</b> |
| Bad/poor management practices       | 14.8% |   |              |
| Entrenched people, practices        | 10.3% |   |              |
| Staff shortcomings                  | 7.6%  |   |              |
| Poor commo/coordination             | 6.7%  | } | <b>20.4%</b> |
| Pref. treatment, athletes/IC sports | 4.8%  |   |              |
| Cadet negatives                     | 4.5%  |   |              |
| Religious proselytizing             | 4.4%  |   |              |
| All others                          | 29.7% |   |              |

580 Total Comments

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# Comments Summary

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## 10<sup>th</sup> Air Base Wing

### “Things done very well”

### % of comments

|                                  |       |   |              |
|----------------------------------|-------|---|--------------|
| Work environment positives       | 17.9% | } | <b>54.2%</b> |
| Admitted problem, are fixing it  | 14.8% |   |              |
| Top leadership positives         | 13.1% |   |              |
| Good communication, coordination | 8.4%  |   |              |
| Funding, base facilities         | 7.7%  | } | <b>25.5%</b> |
| Military mission emphases        | 6.9%  |   |              |
| Special programs                 | 5.8%  |   |              |
| Diversity positives              | 5.1%  |   |              |
| All others                       | 21.3% |   |              |

452 Total Comments

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# Comments Summary

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## 10<sup>th</sup> Air Base Wing

### “Hindering positive culture”      % of comments

|                               |       |   |              |
|-------------------------------|-------|---|--------------|
| Bad/poor management practices | 16.8% | } | <b>43%</b>   |
| Entrenched people/practices   | 9.2%  |   |              |
| Poor work environment         | 9.0%  |   |              |
| Poor comm/coordination        | 8.0%  |   |              |
| Change implementation issues  | 7.1%  | } | <b>23.9%</b> |
| Code 50 issues                | 5.8%  |   |              |
| Too weak military emphasis    | 5.8%  |   |              |
| Cadet negatives               | 5.2%  |   |              |
| All others                    | 33.1% |   |              |

465 Total Comments

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# Comments Summary

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## 34<sup>th</sup> Training Wing

### “Things done very well”

### % of comments

|                                  |       |   |              |
|----------------------------------|-------|---|--------------|
| Cadet development                | 13.0% | } | <b>47.9%</b> |
| ODS positives                    | 13.0% |   |              |
| Special programs                 | 11.0% |   |              |
| Top leadership positives         | 10.9% |   |              |
| Good communication, coordination | 10.1% | } | <b>32.5%</b> |
| Admitted problem, are fixing it  | 9.0%  |   |              |
| Military pride, professionalism  | 8.5%  |   |              |
| Quality of TW staff              | 4.9%  |   |              |
| All others                       | 19.6% |   |              |

445 Total Comments

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# Comments Summary

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## 34<sup>th</sup> Training Wing

### “Hindering positive culture”      % of comments

|                               |       |   |              |
|-------------------------------|-------|---|--------------|
| Change implementation issues  | 17.1% | } | <b>54.8%</b> |
| Bad/poor management practices | 14.9% |   |              |
| Too weak military emphasis    | 12.0% |   |              |
| Poor comm/coordination        | 10.8% |   |              |
| Entrenched people, practices  | 9.3%  | } | <b>29.1%</b> |
| Talk the talk, but. . .       | 9.3%  |   |              |
| Cadet negatives               | 6.1%  |   |              |
| Overemphasis on IC sports     | 4.4%  |   |              |
| All others                    | 16.1% |   |              |

409 Total Comments



# Comments Summary

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## Preparatory School

### “Things done very well”

### % of comments

|                                   |       |   |              |
|-----------------------------------|-------|---|--------------|
| Top leadership positives          | 30.9% | } | <b>74.4%</b> |
| Special prep school programs      | 14.5% |   |              |
| Good communication, co-ordination | 14.5% |   |              |
| Work environment positives        | 14.5% |   |              |
| Cadet activities                  | 12.7% | } | <b>25.6%</b> |
| Academic programs                 | 9.1%  |   |              |
| Athletic programs                 | 3.8%  |   |              |

55 Total Comments



# Comments Summary

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## Preparatory School

| <u>“Hindering positive culture”</u>   | <u>% of comments</u> |   |
|---------------------------------------|----------------------|---|
| Poor standards/training at prep sch.  | 30.0%                | } |
| Poor management, work environment     | 22.0%                |   |
| Special treatment of athletes         | 18.0%                |   |
| Senior prep sch. leadership negatives | 12.0%                |   |
| Personnel problems, issues            | 10.0%                | } |
| Bias against women                    | 4.0%                 |   |
| All others                            | 4.0%                 |   |

**82%**

**14%**

50 Total Comments



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# SUMMARY OF FINDINGS

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# Analysis Summary by Organizational Unit

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- Overall all organizational units agree - culture/climate at USAFA is healthy
- 10<sup>th</sup> ABW & Preparatory School perceive less *Freedom of Discussion*
- 10<sup>th</sup> ABW & HQ USAFA perceive less cadet *Cynicism*
- 34<sup>th</sup> TRW indicates highest level of *Trust for Leadership*
- 10<sup>th</sup> ABW perceives less *Support for Organizational Change/ODS, Living Honor Code* by permanent party
- DF agrees more that *Gender/Racial Equality* exists, and personnel *Live the Honor Code, and Uphold Standards*

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# Analysis Summary by Gender

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- Overall both males and females perceive Culture/Climate in a positive light
- Differences in level of perception:
  - Males have a higher rate of agreement for:
    - Support: *Organizational Change/ODS*
    - *Trust in Leadership*
    - *Freedom of Discussion*
    - *Upholding Standards* by permanent party
    - *Living Honor Code* by permanent party
    - *Cadet Cynicism*
  - Females
    - Disagree more that preferential treatment is given to females and racial minorities
    - Agree less that *Gender/Racial Equality* exists at USAFA



# Analysis Summary by Race

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- All Support: *Organizational Culture Change/ODS*
- Whites perceive more unit *Freedom of Discussion, Group Disrespect, Religious Tolerance/Respect, Religious Respect: Expressed Desirability, Gender/Racial Equality*
- Whites express highest level of *Trust in Leadership*
- Blacks/African Americans perceive less cadet *Cynicism*
- Hispanic/Latinos agree less that permanent party *Uphold Standards*



## Analysis Summary by Employment Status

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- Officers and Civilians (AD) perceive more unit *Freedom of Discussion*, *Cadet Cynicism*, *Support: Organizational Change/ODS*, *Living Honor Code* by permanent party, and *Gender/Racial Equality*
- Officers express highest level of *Trust in Leadership*
- Officers, Enlisted, and Civilians (AD) agree more that permanent party *Uphold Standards*
- Officers disagree most that *Group Disrespect* exists at USAFA



# Conclusions

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- Present data provides a baseline for out year comparisons
  - Overall - USAFA Culture/Climate is healthy
    - Especially: Senior Leadership, work environment, ODS, women's effectiveness, and upholding standards
  - Some problem areas (e.g., gender & racial equality) appear to be linked to socioeconomic status (i.e., educational level, employment status)
  - Areas for improvement:
    - Communication between mission elements, cadet cynicism, and reporting sexual assaults
    - Management practices, entrenched people/practices, change implementation issues, perceived religious bias, and perceived discrimination against Whites
  - Some factors and items (e.g., Freedom of Discussion) differ when broken out by demographics (e.g., organizational unit)
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# Recommendations

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- **Share results with all USAFA personnel**
- **Mission Element Commanders utilize results in developing action plans**
- **Media release of summary data and planned actions**
- **Re-administer USAFA Organizational Culture Survey biannually in accordance with USAFA Master Assessment Plan**



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